



NOCAL Public Affairs Department

Purpose and Terms of Reference

May 2012

i. Background

Public understanding is a critical condition for the successful management of oil resources. Public demand for good governance and transparency, coupled with effective policies and mechanisms, translates into genuine and substantive accountability for the sector and improves the likelihood that oil will be managed properly. And public confidence and support for the government's program and policies are a crucial factor in enabling those policies to be carried out successfully.

Unfortunately public understanding in Liberia about oil is extremely low, which means demand for good governance is expressed as cynical mistrust. This is partly because oil has been treated as a taboo subject for too long. This lack of public understanding and mistrust constitute a risk for NOCAL and the government, and potentially for the stability of the country. They also threaten to obstruct the reform process as interest groups exploit public ignorance to further political agendas.

As the debate about oil gathers pace, the Government must take control of the public agenda. If executed with care, good strategy and sufficient resources Public Relations can alter the terms of debate in NOCAL, the government, and ultimately the country's favour. As the agency with primary responsibility for the sector, as well as all the technical knowledge, there is thus a clear rationale for a step change in NOCAL's capacity to 'win the hearts and minds' of the Liberian public.

ii. Purpose

In this context, the purpose of NOCAL's new Public Affairs department is to proactively and effectively drive the public debate and win public support for, and public trust in, the government's oil program. Its mission is therefore:

"To proactively communicate NOCAL and the government's oil program in a clear, timely, persuasive and transparent manner to all stakeholders, both within and outside Liberia."

The vision of the Public Affairs Program is:

'A Liberian public which is informed and aware of oil issues, which supports the government's program and which holds the government accountable to its policies; international stakeholders who are aware and supportive of Liberia's oil program and NOCAL's values.'

iii. Terms of reference

The new department, led at the Vice Presidential level, will build its capacity to carry out this mission and vision. It will focus on the following four core functions:

1. **Strategy:** Develop and implement NOCAL's public communications strategy (in line with organizational strategy)
2. **Stakeholder Management:** Lead and manage NOCAL's crucial stakeholder relationships across all branches of Government and civil society



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3. **Public Engagement:** Conduct and lead NOCAL's national public engagement strategy, including community engagement, public education and publicity
4. **Media:** Manage the media agenda, manage NOCAL and staff public profiles, monitor and provide rapid response and crisis management
5. **Online:** Manage and develop NOCAL's online profile – as well as its growing obligations to publish information for public transparency

Public Affairs aspects of the strategic direction of NOCAL

- PAD will contribute to the strategic leadership and direction of NOCAL – supporting the Board and CEO and all other NOCAL Departments on Public Affairs issues
- PAD supports the President/CEO and Board in media relations, speech writing and profile
- PAD has editorial responsibility, management and accountability for NOCAL's public outputs and manages the confidentiality of NOCAL's information.

NOCAL's communications strategy, in line with NOCAL organizational strategy

- PAD formulates NOCAL public communications strategy in consultation with leadership and other departments
- PAD implements strategy, including media management, stakeholder management, public education, online and branding
- PAD manages communications and public affairs budgets
- PAD measures and evaluates success of communications strategy.

NOCAL key stakeholder engagement and management

- PAD leads NOCAL's strategy for relations and liaison with the National Legislature
- PAD engages other stakeholders, including government, the media, business and civil society
- PAD develops strong relationships across all stakeholder constituencies
- PAD develops activities to keep stakeholders regularly informed of NOCAL's activities.

NOCAL Public Engagement Office

- PAD develops and implements national public engagement strategy
- Public Engagement Office (PEO) implements of PE Strategy, including effective NOCAL local community engagement program, conferences, other events
- PEO implements national public education program spanning various channels (radio, drama, written materials, etc)
- PEO ensures close coordination and synergies with CSR Department activities.

NOCAL media relations and Press Office



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- PAD manages all NOCAL relations and interactions with media, including relationships
- PAD Press Office manages implementation of media aspects of communications strategy
- Press Office ensures regular, proactive media engagement, media monitoring and crisis management
- Press Office coaches and trains key staff and spokespeople for media work as appropriate

NOCAL's online communications and social media/multi-media

- PAD responsible for and manages all content of NOCAL website and social media
- PAD develops and implements NOCAL online and social media strategy
- PAD develops NOCAL website to achieve NOCAL's communications strategy and aims
- PAD manages and ensures NOCAL's strategic use of social media and content.

NOCAL's corporate identity, profile and brand

- PAD has oversight of all NOCAL advertising and promotional activities, and brand use
- PAD manages and protects NOCAL's brand and design, and develops it as appropriate
- PAD responsible for lead NOCAL's positioning and brand within the international oil industry.

NOCAL internal communications systems, corporate values, narrative and confidentiality

- PAD responsible for ensuring awareness of communications strategy and awareness across all staff and departments, including rules of engagement with external stakeholders
- PAD responsible for ensuring cross-organizational security of information
- PAD responsible for putting in place effective internal communication systems to apprise other departments of PA activities
- PAD embeds awareness of communications strategy across NOCAL and amongst all staff
- PAD effectively embeds corporate identity and narrative across all staff and support all staff to effectively represent NOCAL outside the organization.

Support corporate development and internal processes

- Ensure the PAD is compliant with all NOCAL policies and Procedures, and support the development of those policies
- Implement organisational Performance Management systems for all Public Affairs staff
- Facilitate the professional development of all department staff to meet their objectives.